

MANAGEMENT DEVELOPMENT PROGRAMME



PART 2 - BUILDING &
MANAGING THE CLUB TEAM

08-12 MAY 2022



دبي لوجولف
DUBAI GOLF



COURSE DATES

MDP PART 2

08-12 May 2022

VENUE

HOTEL

Park Hyatt Hotel
Dubai Creek Club Street
Dubai, United Arab Emirates

CONFERENCE

Dubai Creek Golf and
Yacht Club
P.O. Box 6302
Dubai, UAE

MANAGEMENT DEVELOPMENT PROGRAMME



These courses form the first building blocks for those who wish to work towards taking their CCM exam.

Full details can be found by following the link below:
www.cmaeurope.org/education/mdp



OVERVIEW OF PART TWO

This course will help Club Managers to improve their management and critical thinking skill levels including time management, negotiation, team building and conflict resolution. The course is applicable to all levels of Club Manager who wish to enhance their knowledge in areas including team performance, personal development and strategic planning. There will be particular focus on developing the strategic plan for your club, and ensuring that your team is adequately managed, supported and motivated to achieve the club's ambitions.

An optional (diploma) examination is available to delegates who wish to evidence their learning.

- **STRATEGIC/BUSINESS PLANNING**
- **SUCCESSFUL TEAM STRATEGIES**
- **STAFF PERFORMANCE MANAGEMENT/MOTIVATION SYSTEMS.**
- **BUILDING THE TEAM**
- **TIME AND STRESS MANAGEMENT**
- **MANAGING CONFLICT & MANAGING RELATIONSHIPS**
- **NEGOTIATION TECHNIQUES**
- **COMMUNICATING CLUB DECISIONS & BUSINESS WRITING**
- **LESSONS TO LEARN FROM A MANAGEMENT/LEADERSHIP CASE STUDY**
- **GUIDING THE POLITICS**
- **TECHNIQUES - FROM THOSE WHO KNOW**
- **USING TECHNOLOGY AT YOUR CLUB**
- **LUMINA SPARK: SELF AWARENESS TOOL**



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PART TWO

A BUSINESS PLAN FOR YOUR CLUB

Few clubs have carried out a comprehensive analysis of their businesses to enable them to create a business plan. This course will provide you with the tools to do so, and a simple action plan for taking strategic thinking and business planning into your club.

COMMUNICATION & INFLUENCE

Communicating a vision for the club and implementing a strategic plan will require enhanced communication and influencing skills. This course will provide a strategy for building relationships in your club at every level to secure the sustainable success of the organization under your leadership.

TEAM BUILDING

The strength of a team far outweighs that of a group. This course will provide managers with a thorough understanding of a well balanced team and how each member of the team can make a contribution in a club or department. Using the latest Team Role theories, delegates will learn how to build a high performing team and how team dynamics can affect your club. Each manager will complete a pre course questionnaire and the subsequent report will be used as the vehicle for this session and will give managers a template to take back and use at their club.

MANAGING PERFORMANCE

This session will allow you to evaluate the benefits of performance review at your club and provide you with a structured template system and action plan for immediate implementation. For clubs with a system in place, this session will enhance and re-energise your current practice and thereby improve employee engagement.

CONDUCT OR CAPABILITY? INVESTIGATING UNDER PERFORMANCE

Your staff handbook can guide you through the disciplinary or grievance procedures at your club which negatively affect your business. However this session will teach you to address issues before they reach a crisis by showing you how to conduct the essential unbiased investigation aimed at positively supporting staff who may be currently under performing.



PART TWO

SERVICE STANDARDS

Managers will discover the importance of a solid customer focused culture at their club and learn how to identify and set measurable front of house customer service standards. Delegates will ascertain how to use customer feedback to help set and maintain those values and how to implement an assessment programme to monitor the staff adherence. Delegates will also find out how to use this programme to train staff in service standards to achieve consistency throughout the club.

MANAGING CONFLICT

This session will raise the managers' understanding of the background to conflict and the behaviours they can personally display to prevent escalation of those issues which ultimately devour precious time and focus. Managers will learn to recognise their own physical and emotional signals, to help them maintain composure no matter what the source of conflict at the club while choosing to adopt a variety of positive protocols and processes.

TIME MANAGEMENT

As the manager is expected to be the "Jack of All Trades" in their club, this course will help improve personal effectiveness through better management of personal resources. Delegates will identify barriers to their effectiveness caused by themselves and others and employ practical techniques to improve productivity and performance.

LUMINA SPARK

Lumina Spark provides an accurate, personalised reading of an individual's strengths and developmental areas. Whether you're the General manager or new in the club team, it provides rich personal insights and practical benefits for everyone. The Lumina Spark methodology avoids the bias inherent in many other popular psychometrics.

CASE STUDY

Throughout the week of the course delegates will explore a typical club scenario in small workgroups and be invited to share their evolving views on the challenges facing this fictitious club, based on the personal learning outcomes of each education session.

OPTIONAL DIPLOMA EXAMINATION

Having attended Part 1 and Part 2, managers who wish to secure the CMAE Diploma in Club Management may sit this optional examination by completing a work based assignment of the candidates' choosing

PARK HYATT HOTEL/ DUBAI CREEK GOLF & YACHT CLUB

VENUE

Park Hyatt Hotel

The meeting rooms within the Dubai Creek Golf and Yacht Club provide a superb environment for the delivery of a modern business education course, with full flexibility for the varied styles of tuition and team-working. The Club has free Wi-Fi Internet access throughout. Accommodation is at the beautiful Park Hyatt which sits on the bank of the Dubai Creek and adjacent to the golf club.

By prior arrangement directly with the hotel it is possible to book on the Saturday night immediately before the course, at the delegate's own expense, to ensure a prompt and stress-free start on the Sunday morning.

Opposite the course venue Dubai Golf & Yacht Club. Daily Shuttle available.

Dubai Creek Golf & Yacht Club



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TESTIMONIALS

"My week on MDP 2 was a productive mix of both education and networking. The CMAE is without doubt at the cutting edge of club management and I have already enjoyed putting to use some of the fantastic training that I received from a top class roster of presenters. It truly is the essential programme for anyone wishing to forge a successful career in our industry" - **Adam Walsh, General Manager, Sunningdale Golf Club**

"MDP2 was by far the best educational week I have done since leaving the Army. I felt it was pitched at the correct level and with many different nationalities this was hard to do. The group work certainly help to find out about the differences between UK club management and European Club management. I am now enthused to gain further education through the CMAE programs and looking to F&B next - **Geoff Johnson, General Manager, Clondeboye Golf Club**

"We all need inspiration. The MDP 2, presented by industry experienced professionals, experts in their fields, encouraged me to reflect on my own skills and how I can develop this, it also helped me to improve my communication with others and be more productive within my team while creating a more positive workplace; practical sessions really helped". - **Alexandra Almeida, Portuguese Golf Federation**

"Great speakers, great delegates, MDP2 takes your management and self management skills to next level" - **Salman Nasser Al Khanji, Qatar Golf Association**

"The education programme MDP I and II has been really what I was looking for. It is very important to be updated with different aspects of the day to day business managing a golf course, and those weeks refresh many subjects, having great presenters and on top of that sharing different visons with colleagues and creating an outstanding network. It is the education program for Golf Club Managers." - **Alexandre Barroso, Director de Golfe, Troia Resort**



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PRESENTERS

The MDP pathway has been designed by the club industry for the club industry. The curriculum is delivered by external specialists with a history of working in the club industry and experienced qualified Club Managers.

Bill Sanderson Business Consultant bill@thebusinessperformancecoach.com

Darshan Singh Business Consultant darshan@mtiworldwide.com

Jules Murray Educator, Coach & Speaker jules@spideronthewall.com

Torbjorn Johansson CMAE torbjorn.johansson@cmaeurope.org

Rab Lindsay St Andrews Managment Ctr rab.lindsay@stamc.co.uk

Kevin Fish CCM Contemporary Club Leadership kevin@ccl.services

Presenters subject to availability

PRICE

MDP 2 - 08-12 May 2022	CMAE Rate	Full Rate
Residential (5 nights, single occupancy)	£1,800	£1,980
Non-residential	£1,200	£1,380

CANCELLATIONS AND AMENDMENTS TO BOOKINGS

- All requests for cancellations and/or transfers must be received in writing.
- Changes will become effective on the date of written confirmation being received.
- The appropriate cancellation charge will be applied to the cost of your booking, as shown below.
- Any extenuating circumstances will be considered, at CMAE's discretion.

CALENDAR DAYS NOTICE BEFORE THE START DATE OF THE COURSE

29 calendar days or more

Between 15 and 28 calendar days (inclusive)

Between 1 and 14 calendar days (inclusive)

Failure to attend

REFUND APPLICABLE

Full refund minus a £30 plus VAT administration fee

50% refund minus a £30 plus VAT administration fee

No refund will be given

Treated as late cancellation and no refund given

- In the event that an individual named on the booking form cannot attend, we will accept substitution of another delegate on the condition that written notification of the substitution has been received by us prior to the course date and an administration fee of £30 plus VAT has been paid.
- If the individual named on the booking form is unable to attend, and cannot or does not wish to transfer their place to another individual, then a part of the fee paid (after deduction of any relevant cancellation fee) may be accepted as payment towards a place on the same or another course that takes place within 12 months following the originally booked event.

BOOKING FORM

MANAGEMENT
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PROGRAMME

NAME: (block capitals please)

CLUB: (block capitals please)

POSITION AT CLUB:

PHONE NUMBER FOR WHATSAPP:

E-MAIL:

CMAE MEMBERSHIP NO:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS

MDP PART 2 - BUILDING & MANAGING THE CLUB TEAM

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PLEASE SELECT RELEVANT PRICE OPTION:

RESIDENTIAL

Includes course, accommodation & all course materials

CMAE Rate - £1800

Full Rate - £1980

NON RESIDENTIAL

Includes course & all course materials

CMAE Rate - £1200

Full Rate - £1380

ACCOMMODATION SUPPLEMENT - £110

Please let us know if you require an additional night

Friday 6th May

Thursday 12th May

PLEASE SELECT PAYMENT METHOD:

BANK TRANSFER

CREDIT / DEBIT CARD

Bookings are not guaranteed until payment is received in full.

Please read the information on cancellations and amendments on previous page.

PLEASE RETURN BOOKING FORMS TO:

office@cmaeurope.org

RULES OF ATTENDANCE

When attending a Management Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

Expected circumstances

If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

Unexpected circumstances

As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

Leaving early / Arriving late

CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see “Expected circumstances”. Travel problems – see “Unexpected circumstances”.

Consequences of not attending

If for any reason not communicated before or see “unexpected circumstances” the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.



CMAE CORONAVIRUS (COVID) POLICY

General infection control rules:

- Avoid physical contact
- Keep 2 metres apart where possible
- Wear a face cover when standing up or moving around
- Avoid altering classroom layout
- Wash your hands for at least 20 seconds after using the toilet, before / after eating, and if you cough/sneeze into your hands. You can also use the sanitisers which are available for use at every table
- Cough/sneeze into your sleeve, preferably into your elbow. If you use a tissue, discard it properly and clean/sanitize your hands immediately.
- Open the windows regularly to ensure open ventilation.
- Avoid touching your face, particularly eyes, nose, and mouth with your hands to prevent from getting infected.
- If you find yourself coughing/sneezing on a regular basis, avoid close physical contact with others, take extra precautionary measures (such as requesting sick leave), and book a PCR test asap.
- Be mindful of others

Travelling/commuting measures:

- Delegates are encouraged, where possible, to use their private vehicles to travel to the events. When this is not possible, please follow all public health guidelines with regards to travelling on public transport and also follow the General infection control rules as set out above
- Ensure you are compliant with all quarantine requirements following international travel
- Where sharing a car, we recommend the following:
 - Occupants should wear face covers
 - Occupants should not sit side-by-side
 - Windows should be slightly opened
- If you normally commute to the office by public transportation and do not have other alternatives, we kindly recommend you to – if possible - to work from home as a precaution the week before the course.
- If you are planning to travel voluntarily to a high-risk country with increased COVID-19 cases close to the course, we kindly ask you to work from home as many days as possible before the CMAE course.

Any failure to comply with this policy may result in you being asked to leave the course.